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## Leveraging Engagement Through Diversity

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# Leveraging Engagement Through Diversity

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- Through dialogue and interaction, members begin to characterize their world. They may see it as malleable or fixed, filled with opportunities or threats. As with external adaptation, there are important issues.
- These include a series of membership issues: Who is a group member, what behavior is acceptable, who is a friend?



- Fostering an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.



- Culture helps members develop a collective identity and know how to work together effectively.
- It is culture that guides day-to-day working relationships and determines how people communicate in the organization, what behavior is acceptable or not acceptable, and how power and status are allocated.



- Today's grads take values to work. They're called "Generation F," short for the Facebook Generation.
- Management scholar and consultant Gary Hamel says they are bringing new expectations to the workplace.



- All ideas deserve a hearing.
- Contributions overrule credentials.
- Authority is earned, not given.
- Leaders are chosen, not assigned.
- Power comes from information sharing.
- Wisdom lies within the crowd.
- Teams are self-organizing.
- Community grows from shared decision-making.
- Recognition and joy count along with money as motivators.
- Rabble rousing is embraced, not discouraged.



- Authentic leaders monitor their words and behaviors carefully to be attuned to their audiences and to enroll their colleagues and teammates. They do so because they are sensitive to the impact their words and actions have on others, not because they are “messaging” the right talking points.





- Self-awareness: An ongoing process of reflection and re-examination by the leader of his or her own strength, weaknesses, and values.
- Relational Transparency: Open sharing by the leader of his or her own thoughts and beliefs, balanced by a minimization of inappropriate emotions.
- Balanced Processing: Solicitation by the leader of opposing viewpoints and fair-minded consideration of those viewpoints.
- Internalized Moral Perspective: A positive ethical foundation adhered to by the leader in his or her relationships and decisions that is resistant to outside pressures.



- Understand your leadership capacities and minimize your blind spots.
- Coach and mentor others to achieve their potential.
- Anticipate the need for organizational change and renewal.
- Establish and foster a high-performing culture across your organization.



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Questions?

